



MOBIL CORPORATION

A Green Lights / ENERGY STAR Case Study

ABSTRACT

For more than a decade, WRI's Sustainable Enterprise Program (SEP) has harnessed the power of business to create profitable solutions to environment and development challenges. BELL, a project of SEP, is focused on working with managers and academics to make companies more competitive by approaching social and environmental challenges as unmet market needs that provide business growth opportunities through entrepreneurship, innovation, and organizational change.

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In 1992, Mobil Corporation signed a Memorandum of Understanding with the United States Environmental Protection Agency (EPA), agreeing to conduct energy-efficient audits of the lighting at all domestic Mobil facilities. By signing this document, Mobil became a partner in EPA's voluntary Green Lights Program.

Fred Schoeneborn, Mobil's Facilities Management Coordinator, had played a major role in convincing Mobil management to sign up with the EPA program, a difficult task considering Mobil's often adversarial relationship with the agency. Now that Mobil was officially a Green Lights Partner, Fred would have to ensure that Mobil facilities actually went through with the audits and retrofit projects. Many obstacles loomed in his path.

This case was prepared by Robert Day and Mathew Arnold of the Sustainable Enterprise Program (SEP) to stimulate class discussion rather than to document effective or ineffective management strategies. Funding provided through Lisboa Associates from the U.S. Environmental Protection Agency. Copyright © 1996 by SEP. Not for citation, distribution, or duplication without permission of SEP.